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Agricultural
Cooperative
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Cooperative
Information Report
Number 4

Rev. 1985

Farmer Cooperative Publications

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Limited numbers of copies of most publications are available to cooperatives and educators. A few publications expensive to produce may require a user fee charge. Negative or positive film can be provided if requesting organizations wish to print large quantities.

Direct publications request to Agricultural Cooperative Service, U.S. Department of Agriculture, Washington, D.C. 20250.

Compiled by Gene Ingalsbe

Cooperative Information Report 4

Revised May 1985

Agricultural Cooperative Service

What We Do

Agricultural Cooperative Service (ACS) devotes its total effort to preserving and improving the heart of American agriculture—the family farm.

Our role stems from the longstanding and clear public mandate to the U.S. Department of Agriculture to foster and support the family farm as the means by which our Nation's food and fiber are produced.

Family farmers use cooperatives to increase their income and enhance their quality of living. They use cooperatives as an extension of their farm businesses to jointly purchase production supplies, process and market products, and perform related services. By working together for mutual benefit, family farmers are able to reduce costs and obtain greater returns in the marketplace. They are able to provide Americans with the world's most plentiful, highest quality, and least costly food.

Our direct role is providing knowledge to improve the effectiveness and performance of the farmer's cooperative business. We help in several ways.

Research

Research is conducted to acquire and maintain the base of information necessary for Agricultural Cooperative Service to give farmers relevant and expert assistance pertaining to their cooperatives. Studies of functional cooperative aspects concentrate on their financial, structural, managerial, policy, member, legal, social, and economic activities.

Concerted effort is made to ensure research has direct application to cooperatives' current and emerging requirements to serve the family farm most effectively as a dimension of market structure. We have a major challenge to analyze industry structure and cooperative operational practices to determine the changes required to maintain or achieve a producer-oriented marketing system.

Technical Assistance

Technical assistance is provided in response to specific problems. Requests may come directly from a few farmers wanting to organize a cooperative, or from farmers' elected directors of a federation of cooperatives composed of hundreds or thousands of farmers desiring to improve operations. Help is given on business organization, operating efficiency, and member control. Work can involve determining the economic feasibility of new facilities or adding new products or services. Advice may be given on the merits of merging organizations or forming new ones. Studies cover the full range of decisionmaking found in a cooperative business.

The Agency is prepared to evaluate any one link in the farm economic system or to design an entirely new system under the cooperative framework.

Technical assistance is largely designed to specifically benefit the requesting group. However, the results often provide guidance in developing business strategy for all cooperatives and in determining priorities for research.

The Agency provides specialized assistance to farmers desiring to form new cooperatives. On request from farmer groups, we conduct feasibility studies for potential cooperative operations and give advice on implementing business plans. Field offices in Greenville, NC, London, KY, and Hilo, HI, help farmers identify needed cooperative services and provide continuing assistance to new cooperatives.

History and Statistics

Cooperative statistics are collected to detect growth trends and changes in structure and operations. Data help identify and support research and technical assistance activities. This information is used extensively by legislative and executive branches of Government in formulating agricultural and cooperative policy.

Education and Information

Agricultural Cooperative Service has a distinct mission in education and information. We are assigned the responsibility by the Cooperative Marketing Act of 1926 “to promote the knowledge of cooperative principles and practices and to cooperate, in promoting such knowledge, with educational and marketing agencies, cooperative associations, and others.”

We maintain a central storehouse of information about farmer cooperatives in the United States—made available through more than 100 research reports and educational publications. Some of these cover basic principles of cooperation and key organizational and management elements required for successful cooperative effort. Others report the findings of research and technical assistance studies. A monthly magazine, *Farmer Cooperatives*, reports significant achievement by cooperatives, the most advanced thinking of cooperative leaders, and highlights of agency research, technical assistance, and educational activities.

How We Work

Guiding principles for our efforts center on providing immediate response and leadership amid the changing economic environment in which family farmers operate. The agency is prepared to work with well-established, commercial farmers or those with low volume and limited resources.

We have about 45 agricultural economists and cooperative specialists, backed by 20 support personnel. Many have specialized beyond their professional training in specific areas unique to cooperatives—business organization, finance, marketing, purchasing, transportation, and member education.

One specialist or a team may tackle a project. Staff members do more than gather data by mail. We travel extensively, walking in factory and field, to gather information firsthand by personal interview.

We may provide assistance directly or serve as a catalyst in bringing together the best available resources to reach an objective. We may work alone or consult specialists with other State and Federal agencies such as Extension Services, universities, with one or a group of cooperatives, or other private consulting groups.

Because of our versatility and flexibility, ACS is a national focal point for activity about agricultural cooperatives.

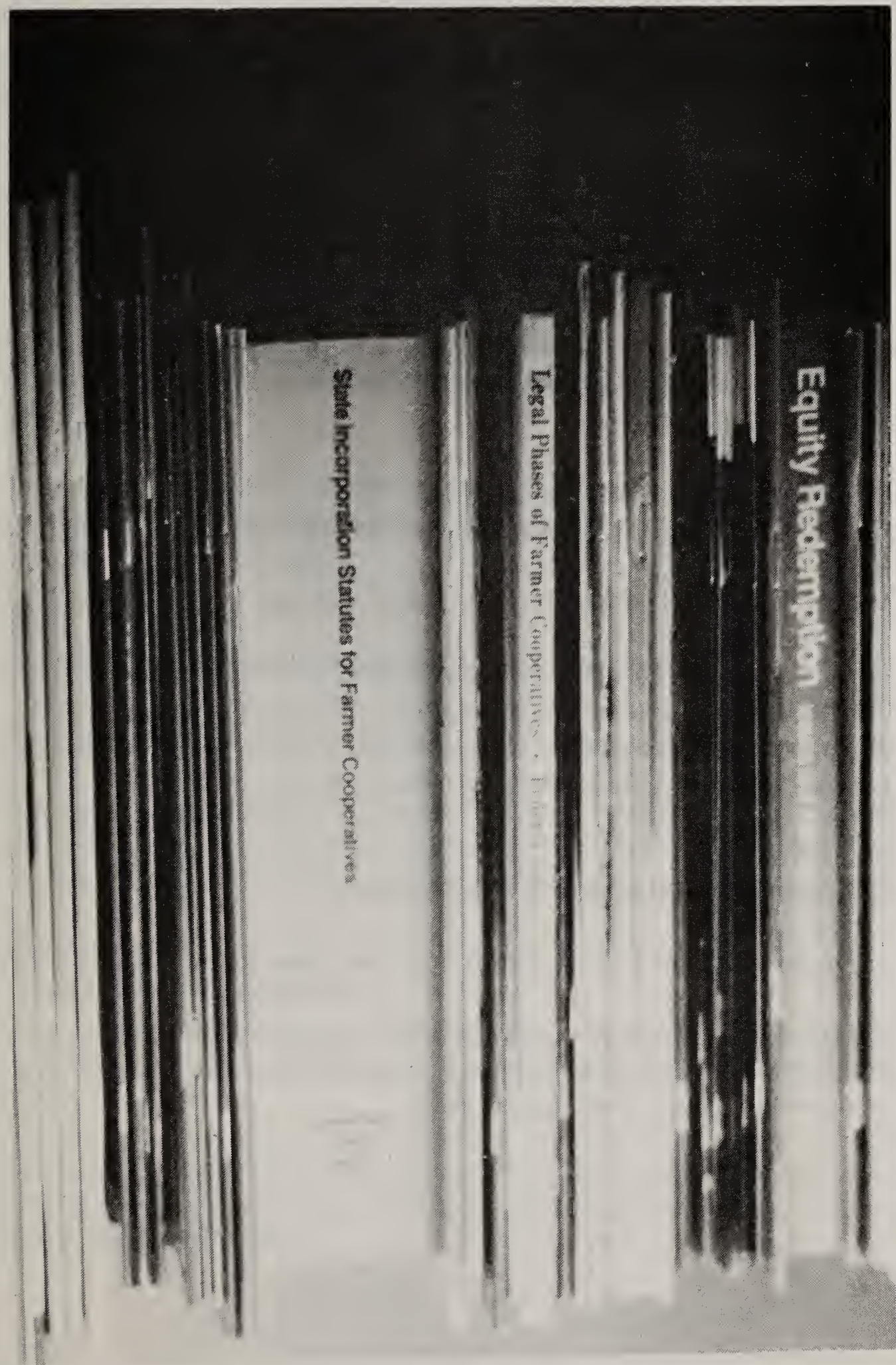
Over the years, our activities have been wideranging and complex. Yet our fundamental purpose remains simple: To foster agricultural cooperative growth and efficiency.

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Farmer Cooperative Publications

Numerical Series and Description



COOPERATIVE INFORMATION REPORTS

CIR 1

Farmer Cooperatives in the United States

Available only in the following sections:

CIR 1 Section 1

Cooperative Principles and Legal Foundations

Martin A. Abrahamsen, J. Warren Mather, James R. Baarda, and James Kelly. Reprinted 1983. 26 pp.

Gives identifying characteristics of farmer cooperatives and the many documents and organizations responsible for their origins and progress.

CIR 1 Section 2

Agricultural Cooperatives: Pioneer to Modern

Martin A. Abrahamsen. Revised 1981. 42 pp.

History of cooperative activities from 1810 to the modern day. Covers cooperative experimentation, encouragement by farm organizations, expansion in commodity marketing, adoption of sound business practices, and adjustment to change.

CIR 1 Section 3

Cooperative Benefits and Limitations

J. Warren Mather and Homer J. Preston. Reprinted 1983. 22 pp.

Identifies how cooperatives benefit farmers and the public, yet are subject to business limitations related to agriculture or the inherent nature of the organization.

CIR 1 Section 4

Cooperative Development in Rural Areas

Raymond Williams, Carl W. Deitemeyer, Phillip F. Brown, Fred E. Hulse, David Holder, and Gerald E. Ely. 1978. 34 pp.

Identifies cooperative use and potential in rural areas development.

CIR 1 Section 5

Organizations Serving Cooperatives

C. H. Kirkman, Jr., and Martin A. Abrahamsen. Revised 1983. 25 pp.

Gives a capsulized description of the various national and State trade and service organizations and how each serves in assisting cooperatives.

CIR 1 Section 7

Cooperative Member Responsibilities and Control

C. H. Kirkman, Jr. Reprinted 1983. 26 pp.

Members' responsibilities as owners of a cooperative business are discussed in terms of giving overall direction, participating in decisionmaking, and providing direction.

CIR 1 Section 8

Cooperative Management

J. Warren Mather, Gene Ingalsbe, and David Volkin. Reprinted 1981. 30 pp.

Covers management roles, resources, functions, tools, elements and division of responsibility, local and regional operations, and challenges.

CIR 1 Section 9

Cooperative Finance and Taxation

Nelda Griffin, David Volkin, and Donald R. Davidson. 1981. 30 pp.

Discusses financial planning, methods, position and trends, and the income tax status of farmer's marketing, supply, and related service cooperatives.

CIR 1 Section 10

Cooperative Education and Training

C. H. Kirkman, Jr. 1983. 26 pp.

Developing an understanding of control, financing, and operations of a cooperative requires education and training of members, directors, managers, and employees. Principal cooperative efforts, State and national assistance, and special-interest programs are reported.

CIR 1 Section 12

Cooperative Transportation and Distribution

Eldon E. Brooks and Robert J. Byrne. 1978. 22 pp.

Evaluates the importance of total physical distribution in a farm marketing or supply cooperative. This involves the managing of products or materials to or from cooperatives. Included are transportation, warehousing or storage, order processing, inventory management, materials handling, packaging, as well as finished products.

CIR 1 Section 13

Fruit, Vegetable, and Nut Cooperatives

Fred E. Hulse, Richard S. Berberich, Gilbert W. Biggs, and Martin A. Blum. 1978. 50 pp.

Tells of the important part cooperatives play in marketing these

products. Describes the two main functions these cooperatives perform: marketing products in fresh or processed form and bargaining for terms of trade.

CIR 1 Section 14

Livestock and Wool Cooperatives

John T. Haas, David L. Holder, and Clement E. Ward. 1979. 34 pp.

Gives a brief history of the livestock and wool cooperatives in the United States. Reports overall statistics for the present livestock and wool cooperatives in accounting for farmers' cash receipts.

CIR 1 Section 15

Grain Cooperatives

Stanley K. Thurston, Bert D. Miner, and J. David Morrissy. 1979. 42 pp.

Discusses cooperative marketing of food and feed grains, except for rice and dry beans and peas that are covered in other sections. Gives the number of cooperatives engaged in marketing, handling, or processing grain and soybeans. Includes an early history of country elevators.

CIR 1, Section 16

Dairy Cooperatives

James B. Roof and George C. Tucker. 1985. 24 pp.

This overview of dairy cooperatives traces early history, presents the current status of organization and operations, and identifies some of the issues and trends.

CIR 1, Section 17
Poultry and Egg Cooperatives

J. Warren Mather and Edwin E. Drewniak. 1984. 56 pp.

Profiles early history and covers eggs, turkeys, broilers, and other poultry. Current operations and challenges ahead are discussed.

CIR 1, Section 18
Cotton Cooperatives

Bruce J. Reynolds. 1985. 28 pp.

Activities of gins, compresses, lint marketing, and cottonseed oil are covered in this report, including historical development. The publication concludes with a discussion of challenges and opportunities.

CIR 1 Section 19
Special Crop Cooperatives

Fred E. Hulse, Gilbert W. Biggs, Donald M. Simon, and J. Warren Mather. 1983. 53 pp.

Covers number, organization, operation, services, and benefits of cooperatives marketing tobacco, sugar and sweeteners, dry beans and peas, seed, forest products, fish and other specialized farm products.

CIR 1, Section 21
Cooperative Feed and Animal Health Operations

J. Warren Mather and Donald L. Vogelsang. 1984. 48 pp.

Discusses feed in terms of manufacturing, wholesaling and retailing, research, transportation, and custom services. Animal health operations include formulation, retailing and wholesaling. Benefits of cooperative efforts and trends and challenges are discussed for both areas.

CIR 1, Section 23

Cooperative Petroleum Operations

J. Warren Mather and E. Eldon Eversull. 1985. 29 pp.

History is traced on the increasing involvement of cooperatives in handling petroleum products. Operations are described in terms of retailing, wholesaling, refining and blending, crude oil production, and transportation. The extent of cooperative activities in handling related products such as equipment, automotive accessories, and services is covered.

CIR 1, Section 26

Cooperative Historical Statistics

J. Warren Mather and Katherine C. DeVille. 1984. 60 pp.

Provides time series data on marketing, farm supply, and related service cooperatives from 1863 to 1980. Statistics include memberships and number of cooperatives by type, business volume by commodity, and size of business. Information is carried on new organizations and discontinuances of cooperatives. Market share data for selected years are given.

CIR 1 Section 27

Farmer Cooperative Statistics, 1983

Ralph M. Richardson, Celestine C. Adams, Katherine C. DeVille, Frances E. Mahan, Elizabeth J. Simmons, and John W. Stutzman. 1985. 54 pp.

Gives results of annual survey of marketing, farm supply, and related service cooperatives. Business volume, number of cooperatives, and memberships are reported by commodity, and State. Provides a capsule of changes in past decade.

(Missing sections will appear as printed.)

CIR 2

Cooperative Facts

Gene Ingalsbe. Revised 1984. 23 pp.

A compilation of facts relating to founding of cooperatives from both a historical and general standpoint.

CIR 3

Cooperatives—Distinctive Business Corporations

C. H. Kirkman, Jr. Reprinted 1983. 24 pp.

Pictures cooperatives as distinctive business corporations in the American private enterprise system. Tells both advantages and disadvantages of various businesses doing business in the United States.

CIR 4

Farmer Cooperative Publications

Gene Ingalsbe. Revised 1985. 58 pp.

Lists and describes available publications by series, number, and subject. Describes functions of Agriculture Cooperative Service.

CIR 5

Cooperatives in Agribusiness

C. H. Kirkman, Jr. Revised 1983. 60 pp.

Contains an overview of cooperatives for high schools and junior colleges, explaining what a cooperative is—organization, financing, and operations. Points out various rural, consumer, and cooperative examples. Touches on career opportunities.

CIR 6

Understanding Your Cooperatives

C. H. Kirkman, Jr. Revised 1983. 146 pp.

Publication is laid out in four lessons with the following titles:

1. Principles and Practices
2. Historical Developments
3. Economic Democracy in Action
4. Principles Underlying Cooperative Financing and Taxation.

Prepared for postsecondary schools to improve student understanding of cooperatives operating in the community, and to assist those taking a cooperative work program between college and business. Publication has illustrations for making overhead transparencies.

CIR 7

How To Start a Cooperative

Gene Ingalsbe and James. L. Goff. Revised 1985. 34 pp.

A guide for groups interested in a step-by-step approach to organizing a cooperative.

CIR 9

What Are Patronage Refunds?

Donald A. Frederick and Gene Ingalsbe. Revised 1984. 20 pp.

Discusses patronage refunds and their relationship to the cooperative concept. Includes Federal income tax principles applied to patronage refunds and alternative tax choices by cooperatives and patrons.

CIR 10

Is There a Co-op in Your Future?

Gene Ingalsbe and James L. Goff. Revised 1985. 32 pp.

Highly illustrated, describes in simple terms how to start a cooperative.

CIR 11

What Are Cooperatives?

C. H. Kirkman, Jr. Reprinted 1982. 9 pp. (Also in Spanish)

Highly illustrated, describes in simple terms why people form cooperatives.

CIR 12

Members Make Co-ops Go

C. H. Kirkman, Jr. Reprinted 1983. 11 pp. (Also in Spanish)

Highly illustrated, describes in simple terms what members must do to make their cooperative successful.

CIR 13

Using Co-op Members' Money

C. H. Kirkman, Jr. Reprinted 1981. 15 pp.

Highly illustrated, describes in simple terms the function of money in a cooperative.

CIR 14

What Co-op Directors Do

C. H. Kirkman, Jr. Reprinted 1985. 11 pp. (Also in Spanish)

Highly illustrated, describes in simple terms the responsibilities of directors.

CIR 15

Measuring Co-op Directors

C. H. Kirkman, Jr. Reprinted 1981. 11 pp. (Also in Spanish)

Highly illustrated, describes in simple terms how co-op members elect and keep co-op directors.

CIR 16

Manager Holds Important Key to Co-op Success

C. H. Kirkman, Jr. Reprinted 1981. 11 pp. (Also in Spanish)

Highly illustrated, describes in simple terms the responsibilities of a co-op manager.

CIR 17

Employees Help Co-ops Serve

C. H. Kirkman, Jr. Reprinted 1981. 15 pp.

Highly illustrated, describes in simple terms how employees can contribute to making a cooperative successful.

CIR 18

Guidelines Co-op Employees Need

C. H. Kirkman, Jr. Reprinted 1982. 28 pp.

Highly illustrated, describes in simple terms the guidelines to help employees know what is expected of them.

CIR 19

Bookkeeping Forms Your Co-op Needs

Francis P. Yager. Revised 1978. 11 pp.

Highly illustrated, explains simply the bookkeeping forms that cooperatives need to keep up-to-date and complete records of business.

CIR 20

Guides to Co-op Bookkeeping

Francis P. Yager. Revised 1978. 15 pp.

Highly illustrated, explains what a bookkeeping system is and what business information it provides to a cooperative.

CIR 21

Organizing and Conducting Cooperatives' Annual Meetings

Reprinted 1981. 60 pp.

Brings together many ideas proved practical in actual use. Most activities discussed are basic in building and maintaining sound membership understanding and good community relations.

CIR 22

American Farmers in the Grain Export Business

Arvin R. Bunker and Tracey L. Kennedy. Revised 1984. 40 pp.

Lists key commodity, facility, and personal contact information that foreign buyers need to deal with U.S. cooperatives directly exporting grain. Other cooperatives supplying grain for export are also described.

CIR 23

Tax Treatment of Cooperatives

Donald A. Frederick. Revised 1984. 8 pp.

Discusses taxes cooperatives pay and places special emphasis on Federal income tax treatment.

CIR 24

**A Guide to Survey Research for Local
Cooperative Management**

Julie A. Hogeland. 1980. 15 pp.

Aids cooperative managers who want to survey patrons or other groups on preferences, perceptions and expected behavior to ease decisionmaking.

CIR 25

**Opportunities in Cooperatives—
A Leader's Program for Youth**

C. H. Kirkman, Jr. Revised 1983. 52 pp.

Basic unit for teaching youth about cooperatives and how they fit in the American business system. Contains a nine-part meeting and business visitation guide, complete with test questions and answers, and procedures for establishing a youth cooperative.

CIR 27

Small Fresh Fruit and Vegetable Cooperative Operations

Fred E. Hulse, Gilbert W. Biggs, and Roger A. Wissman. 1980. 28 pp.

Shows the diversity as well as successful operations of 34 small fresh fruit and vegetable marketing cooperatives. Describes their sales methods, as well as additional services provided their farmer-members.

CIR 28

**Agricultural Cooperative Service
— What We Do, How We Work**

Revised 1983. 6 pp.

Describes agency work in areas of research, technical assis-

tance, history and statistics, and education and information. Includes a capsule of cooperative assistance in U.S. Department of Agriculture through ACS.

CIR 29

Advising People About Cooperatives

C. H. Kirkman, Jr. Revised 1983. 39 pp.

Provides background and references for leaders and educators when people ask about cooperatives. Lists organizations and their bulletins, books, and visuals available.

CIR 30

State Incorporation Statutes for Farmer Cooperatives

James R. Baarda. 1982. 715 pp.

Comparative analysis of State incorporation statutes governing the organization and operation of farmer cooperatives, including: policy, purpose, powers, articles of incorporation, bylaws, membership, control, directors, officers, patronage relationships, finance, mergers, and dissolution.

CIR 31

Equity Redemption Guide

Jeffrey S. Royer and Gene Ingalsbe. 1983. 12 pp.

Explains for the farmer director equity redemption issues, alternative plans, legal and tax aspects, board responsibilities, and how a cooperative can proceed to adopt a program.

CIR 32

The Cooperative Approach to Outdoor Recreation

William R. Seymour. 1984. 28 pp.

Describes recreation cooperatives by type. Deals with objec-

tives, economic feasibility, financing, and management. Lists advantages and requirements for success.

CIR 33

The Cooperative Approach to Crafts

Jan E. Halkett, William R. Seymour, and Gerald E. Ely. Revised 1985. 34 pp.

Types of cooperatives and their functions are explained. Steps are outlined on organizing a cooperative. General rules for success and sources of assistance are listed. The appendix contains sample bylaws, surveys, operating statements, and statements of responsibility for the board and manager.

CIR 34

Director Liability in Agricultural Cooperatives

Douglas Fee, Allen C. Hoberg, and Linda Grim McCormick. 1984. 39 pp.

Sources of liability faced by cooperative directors are discussed and suggestions are given concerning practices and behavior that may help reduce liability risk. Areas covered are common law, criminal law, securities regulation, records and finances, antitrust regulation, and indemnification and insurance.

CIR 35

Understanding Capper-Volstead

David Volkin. Revised 1985. 8 pp.

This publication was originally a reprint from Farmer Cooperatives magazine. Its continuing popularity prompted reformatting it into a formal series. The publication explains the important keys to understanding the Capper-Volstead Act of 1922 and its implications for agricultural producers, cooperative organizations, and the general public.

(Subsequent reports will appear as printed.)

(Previous similar reports include FCS Information Reports.)

FCS Information Reports

FCS IR 77

Recruiting Training, and Developing Workers for Farmer Cooperatives

Irwin W. Rust. 1971. 44 pp.

Discusses the important factors in recruiting, training, and developing workers for cooperatives. Lists sources of information and help.

FCS IR 94

The Sunkist Adventure

C. H. Kirkman, Jr. 1975. 108 pp.

A rewrite of earlier publications on Sunkist Growers, Inc., the publication documents the history and describes organization, operations, and distinctive features.

FCS IR 97

Capper-Volstead Impact on Cooperative Structure

Joseph G. Knapp. 1975. 42 pp.

Provides background information to establish a better understanding of the economic effect the Capper-Volstead Act has had on cooperatives.

FCS 1R 100

Legal Phases of Farmer Cooperatives

Morrison Neely. Revised 1976. 744 pp.

Combines in one publication most legal aspects of organizing

and operating a cooperative. Attention is given to incorporation, marketing contracts, management and director responsibilities, antitrust taxation, legal documents, State statutes. It carries a table of cases on cooperative litigation.

Also available in separate parts:

PART I—Sample Legal Documents

Contains samples of forms and legal documents normally needed in organizing and operating a cooperative. Includes a reproduction of the Capper-Volstead Act.

PART II—Federal Income Taxes

Contains a review of cooperatives' distinctive characteristics, historical background on taxation, and detailed discussion of tax treatment.

PART III—Antitrust Laws

Gives clearly the attitude of the courts toward early cooperative efforts in this country and the legal background with respect to monopolies and restraint of trade. Reviews the general principles of antitrust laws and expands and sharpens them in light of recent court decisions.

FCS IR 101

Riceland Foods: Innovative Cooperative in the International Market

J. David Morrissy. 1975. 128 pp.

Provides a profile of the development and operations of a pioneering cooperative in rice marketing that later expanded into soybean processing to increase its farmer-members' incomes.

(Series redesignated Cooperative Information Reports.)

MARKETING RESEARCH REPORTS

MRR 1074

Export Marketing Guide for Cooperatives

Donald E. Hirsch. 1977. 77 pp.

An export marketing guide, not a complete export manual or blueprint for operations of an individual cooperative. Its objective is to help more farmers gain the understanding and expertise necessary to export successfully. It serves as a reference for cooperatives involved in exporting, and the planning aids contained were developed by the author rather than from standard business forms or documents.

MRR 1078

Contract Integrated Cooperative Cattle Marketing System

Clement E. Ward. 1977. 28 pp.

Describes changing production and marketing practices that compel cattlemen to improve the flow of cattle from the cow-calf producer to the final source—the consumer. The challenge to cattle producers is to either develop production-in-marketing systems of their own or accept whatever systems others offer.

MRR 1081

Cooperative Marketing Alternatives for Sheep and Lamb Producers

David L. Holder. 1977. 40 pp.

Proposes three marketing alternatives for sheep and lamb producers, including teleauction, bargaining association, and producer processing. These alternatives were recommended after a review of the industry revealed producers faced a noncompetitive and inefficient marketing-processing distribution system.

MRR 1089

The Future Role of Cooperatives in the Red Meats Industry

John T. Haas, Richard J. Crom, Leonard W. Condon, David L. Holder, Winston K. Ullman, Richard H. Vilstrup, and David Volkin. 1978. 100 pp.

Report of the Red Meats Task Force of the U.S. Department of Agriculture, this publication treats the structural changes in the red meats industry that are threatening survival of independent family-size farms. Gives opinions and suggestions on what cooperatives must do to counteract these trends.

MRR 1097

Cooperative Strategies for the Pork Industry

David L. Holder and Ralph E. Hepp. 1978. 36 pp.

Discusses changes taking place in the pork industry and the role cooperatives can play in improving the economic position of pork producers.

RESEARCH REPORTS

ACS Research Reports

ACS RR 2

Ship Chartering Alternatives for Grain Exporting Cooperatives

Donald E. Hirsch. 1981. 48 pp.

Recommends a course of action that would increase cooperatives' chartering capabilities and enhance their competitive position in the international grain trade.

ACS RR 5

Operating Practices of Fruit and Vegetable Processing Cooperatives

Bruce L. Swanson. 1981. 21 pp.

Covers organizational arrangements, marketing activities, and financial measures of 14 cooperatives processing fruits and vegetables. Identifies characteristics associated with high- and low-growth processors.

ACS RR 7

Establishing a Cotton-Ginning Cooperative in the Southeast

Donald M. Simon, William R. Garland, and Jan E. Halkett. 1981. 19 pp.

Study of the proposed Albemarle Cotton Growers Cooperative. Reports on producer surveys and financial projections, and estimates member benefits and returns on investments.

ACS RR 9

Petroleum Operations of Cooperatives

John M. Bailey. 1981. 17 pp.

This study quantifies retail wholesale, refining, and crude oil operations of farmer cooperatives for 1979 and compares them to past findings.

ACS RR 10

Economic Impact of Two Missouri Cooperatives

C. Brice Ratchford, Gary Devino, and William Todd. 1981.
26 pp.

Analyzes the impact of two grain marketing and farm supply cooperatives on their farmer-members and rural communities. Lists factors contributing to their success.

ACS RR 11

**Organizing Meatpacking Cooperatives:
Recent Producer Attempts**

Julie A. Hogeland. 1982. 59 pp.

Montana and Utah meatpacking cooperatives are established through member equity and livestock commitments. Member involvement requires a comprehensive feasibility study to show need for the slaughter/processing plant and obtain member understanding and sufficient capital for cooperative organization.

ACS RR 12

**Prairie Farms Dairy, Inc.: Economic Impact
of a Dairy Cooperative**

Hugh L. Cook, Robert P. Combs, and George C. Tucker. 1982.
57 pp.

History and development of Prairie Farms Dairy, Inc., that provides a model of how a dairy cooperative in the creamery butter sector successfully shifted to the fluid milk processing and distribution sector. Identifies policies contributing to success and its impact on producers, employment, and local economy.

ACS RR 13

Cooperative Involvement and Opportunities in Oilseeds

John R. Dunn, Bruce J. Reynolds, E. Eldon Eversull, Robert A. Skinner, and Stanley K. Thurston. 1982. 47 pp.

Focuses on the role played by cooperatives in the oilseed complex. The flow of domestically produced oilseeds is described. Industry structure and potential directions for improving cooperatives' role are considered.

ACS RR 18

Randolph Service Company: Its Economic Impact

Walter J. Wills. 1981. 34 pp.

Analyzes the Randolph Service Company's contribution to agriculture in Randolph County. The six areas evaluated showed the cooperative effectively adjusted operations and made major contributions to member needs.

ACS RR 20

Strengthening State Cooperative Councils

C. H. Kirkman, Jr., and John R. Dunn. 1982. 73 pp.

State cooperative councils have primary roles in cooperative education and legislation. Study examines and makes recommendations concerning membership dues structure, budget, member participation, legislation at State and national levels, and educational programs at local, State, and multistate levels.

ACS RR 21

Cooperative Grain Trade Opportunities in Eastern Europe

S. C. Schmidt, J. R. Jones, D. M. Conley, and A. R. Bunker. 1984. 60 pp.

Presents economic systems, government structures, foreign trade, and producers in Eastern European countries in the light

of economic potential for grain trade with United States. Points out pitfalls and opportunities of counter trade arrangements.

ACS RR 22

**Pricing Plans for Managing Seasonal Deliveries
by Dairy Cooperatives**

K. Charles Ling. 1982. 18 pp.

Delineates methods of designing pricing plans for recovering costs of handling seasonal deliveries from producers and supplying handlers with fluctuating demand.

ACS RR 23

**Equity Redemption: Issues and Alternatives
for Farmer Cooperatives**

David W. Cobia, Jeffrey S. Royer, Roger A. Wissman, Dennis P. Smith, Donald R. Davidson, Stephen D. Lurya, J. Warren Mather, Phillip F. Brown, and Kenneth P. Krueger. Reprinted 1984. 216 pp.

Provides information cooperatives can use to improve their equity redemption performance and decisionmaking. Discusses issues concerning equity redemption and alternative plans and methods that can be used to improve or facilitate equity redemption.

ACS RR 24

Financial Profile of the Top 100 Cooperatives, 1980

Donald R. Davidson, Donald W. Street and Roger A. Wissman. 1982. 49 pp.

Shows the financial structure of the 100 largest farmer-owned marketing and supply cooperatives in the United States based on 1980 data and trends in major capital elements over the previous 18 years.

ACS RR 25

Forestry Cooperatives: Organization and Performance

Donald M. Simon and Orlin J. Scoville. 1982. 23 pp.

Describes the organizational structure, functions, and facilities of forestry cooperatives. Evaluates the economic performance of these entities, and explores current problem areas and potentials for future development.

ACS RR 26

Agricultural Exports by Cooperatives

Tracey L. Kennedy. 1982. 21 pp.

Describes the participation of farmer cooperatives in exporting agricultural commodities in 1980. Includes dollar volume of direct exports by commodity and destination, cooperative share of U.S. exports, with comparisons to 1976.

ACS RR 27

Regional Grain Cooperatives, 1980 and 1981

Stanley K. Thurston and David E. Cummins. 1983. 42 pp.

Reflects 1980 and 1981 fiscal year operations of regional grain cooperatives. Describes progress in facility improvements, cooperative organizations, grain volume handled, and export movements.

ACS RR 28

**Marketing and Farm Supply Cooperatives:
Membership and Use, 1980**

Paul C. Wilkins. 1983. 23 pp.

Describes some major characteristics of farmers holding membership in marketing/farm supply cooperatives in 1980. Provides memberships held by farm operators, members and

nonmembers using these cooperatives, memberships held in cooperatives not patronized in 1980, and memberships held by other than principal farm operators.

ACS RR 29

**Iowa Cooperative Fertilizer Retail Outlets:
Farmers' Attitudes and Perceptions**

Dennis H. Gensch. 1983. 36 pp.

Analyzes why farmers feel as they do about cooperative and noncooperative fertilizer outlets and why they choose one type over the other.

ACS RR 30

Cooperative Farm Machinery Operations, 1979-80

Lloyd C. Biser. 1983. 20 pp.

Evaluates cooperative dealer sales and growth in 1979 and 1980. Shows operating performance of cooperative and non-cooperative dealers was nearly equal in average sales, operating margins, total expenses, and net margins in 1980.

ACS RR 31

**Cooperative Fluid Milk Processing:
A Perspective on Opportunities and Problems**

James B. Roof. 1983. 28 pp.

Three successful and three less successful specialized fluid milk processing cooperatives were compared to determine if there were consistent differences in operating and financial policies and other selected factors. Successful managers planned capital investments and members built adequate equity for project needs.

ACS RR 32

Sales Program of Nine Regional Supply Cooperatives

E. Eldon Eversull. 1983. 20 pp.

Major regional farm supply cooperatives were surveyed on sales techniques used in four product areas: feed, fertilizer, agricultural chemicals, and seed. This information is used to describe what sales programs would appear to work best for regional cooperatives in each product area.

ACS RR 33

Cooperative Membership and Use: Livestock Producers

Paul C. Wilkins. 1983. 20 pp.

Describes some of the major characteristics of livestock producers' membership in and their use of marketing and farm supply cooperatives in 1980, by location and size of farm.

ACS RR 34

Dairy Products Manufacturing Costs at Cooperative Plants

K. Charles Ling. 1983. 36 pp.

Determines the actual costs of manufacturing cheese, butter, and nonfat dry milk under current technology with emphasis on most efficient plants. Determines how the size of plant, type of manufacturing system, daily and seasonal variation, and product mix affect these costs.

ACS RR 36

Working Arrangements of Fruit and Vegetable Processing Cooperatives

Martin A. Blum. 1984. 24 pp.

Describes working agreements developed by selected fruit and vegetable processing cooperatives to improve marketing per-

formance. Discusses requirements for successful application of the working arrangement concept.

ACS RR 37

Growth and Trends in Cooperative Operations, 1951 -81

Lyoyd C. Biser and Lyden O'Day. 1984. 60 pp.

Analyzes trends in cooperatives' share of marketing and purchasing activity by commodity and region.

ACS RR 38

Cooperative Involvement, Adjustments, and Opportunities in Grain Marketing

David E. Cummins, Charles L. Hunley, Michael D. Kane, and Francis P. Yager. 1984. 48 pp.

Describes the structure and role of cooperatives in grain marketing, identifies and evaluates the principal problems and concerns of grain marketing cooperatives, and provides suggestions and guidelines for strengthening cooperative grain marketing.

ACS RR 39

Cooperatives' Role in the Potato Industry

Gilbert W. Biggs. 1984. 32 pp.

Describes the structure and role of cooperatives in the potato industry, identifies the problems and concerns of both bargaining and fresh marketing cooperatives, and provides suggestions for improving their role in the future.

ACS RR 40

Marketing Operations of Dairy Cooperatives

Thomas H. Stafford and James B. Roof. 1984. 36 pp.

Describes structure and operations of dairy cooperatives based on an indepth survey of all dairy cooperatives. Updates a series of surveys begun in 1958.

ACS RR 41

**Cooperative Wool Marketing Pools and Warehouses:
Industry Update, Issues, and Options**

Julie A. Hogeland and Phillip W. Sronce. 1984. 48 pp.

Provides an overview of the domestic wool marketing system, problems, and potential. Special attention is given to marketing practices of wool pools and wool warehouse cooperatives, given recent increased imports and a decrease in domestic processors.

ACS RR 42

**Marketing and Farm Supply Cooperatives:
Commercial Farmers Membership and Use, 1980**

Paul Wilkins. 1984. 52 pp.

Describes some of the major characteristics of commercial farmers (gross sales of \$10,000 or more) that held membership in marketing and farm supply cooperatives in 1980. Provides information on the number of memberships held by commercial farm operators, portion of members and nonmembers using these cooperatives, memberships held in cooperatives but not patronized in 1980, and memberships held by other than the principal farm operators.

ACS RR 43

Merging Cooperatives: Planning, Negotiating, and Implementing. Bruce L. Swanson. 1985. 38 pp.

Guidelines for reorganization of cooperatives through merger, acquisition, or consolidation are provided. Planning, negotiating, and implementing phases of reorganization are covered. Items from actual combinations of cooperatives are reported as they relate to phases of the reorganization process.

ACS RR 44

Fishery Cooperatives

William R. Garland and Phillip F. Brown. 1985. 48 pp.

Information on 70 fishery cooperatives of all types, sizes, and locations is summarized by region and State. Data cover organizational structures; type and volume of fishery products, supplies, and services; operating revenues; balance sheet data; sources of debt financing; and equity redemption practices.

ACS RR 45

Estimating Production of Forestry Cooperative Members

Benjamin F. Hoffman, Jr. 1985. 50 pp.

Methodology is provided for projecting marketings of forestry cooperative members so a cooperative can more accurately develop a business plan based on an integrated timber management and marketing operation.

ACS RR 46

Petroleum Operations of Farmer Cooperatives, 1982

E. Eldon Eversull and John R. Dunn. 1985. 28 pp.

Retail, wholesale, refining, and crude oil operations of farmer cooperatives are examined for 1982.

ACS RR 47

Marketing and Transportation of Grain by Local Cooperatives

Charles L. Hunley. 1985. 32 pp.

Information is provided on grain flow, elevator facilities, storage capacity, type of grain handled, and mode of transportation from local cooperatives.

ACS RR 48

Young Member Programs for Cooperatives

Thomas F. Schomisch and Thomas W. Gray. 1985. 32 pp.

Cooperative experiences with young cooperator programs are discussed, with recommendations on how effective programs can be integrated into local agricultural cooperatives.

ACS RR 49

Financial Performance of Dairy Cooperatives

Thomas H. Stafford. 1985. 40 pp.

Financial status of different types and sizes of dairy cooperatives are discussed and compared, based on 1980-81 data.

ACS RR 50

Structure, Operations, and Growth of Cooperatives in the Mid-South

Lloyd C. Biser. 1985. 24 pp.

Factors leading to superior growth performance of cooperatives in the South Central United States are analyzed. Areas covered include products, services, share of market, structure, policies, and operating procedures.

(Subsequent reports will appear as printed.)

(Previous similar series include Farmer Cooperative Research Reports and FCS Research Reports.)

Farmer Cooperative Research Reports

FCRR 4

Subsidiaries of Agricultural Cooperatives

Charles A. Kraenzle and David Volkin. 1979. 32 pp.

Discusses extent of cooperative use of subsidiaries and implications for other cooperatives to consider this organizational tool.

FCRR 8

Cooperative Farm Fertilizer Costs

Donald E. Vogelsang. 1979. 30 pp.

Tells of the cooperative impact on the fertilizer industry and how cooperatives have benefited farmers. Covers early innovations by cooperatives and compares services.

FCRR 9

Agricultural Cooperatives: Challenges and Strategies

Charles A. Kraenzle, John C. Moore, Charles E. French, and Kenneth F. Harling. 1979. 54 pp.

Assesses social, political, scientific, economic, and competitive environment cooperatives face. Presents alternative strategies for cooperatives and projects their future for the next decade.

FCRR 13

Moroni Feed Company: Impact of a Cooperative on Sanpete County, Utah

G. Alvin Carpenter. 1979. 34 pp.

Portrays how a soundly organized, financed, and operated cooperative became a dominant force in helping develop a successful turkey industry.

FCRR 14

Machinery Leasing and Custom Services by Cooperatives and Other Dealers

Lloyd C. Biser. 1979. 29 pp.

Provides information to cooperative machinery dealers and production credit associations on benefits, drawbacks, and potential of leasing and custom service programs.

FCRR 17

The Changing Financial Structure of Farmer Cooperatives

Nelda Griffin, Roger A. Wissman, William J. Monroe, Francis P. Yager and Elmer Perdue. 1980. 172 pp.

Report resulting from a nationwide study of cooperatives operating in 1976. Emphasis is on financial structure and trends resulting from changes in financial methods rather than specific figures.

FCRR 18

Industrial Development Bond Financing for Farmer Cooperatives

Donald R. Davidson. 1980. 32 pp.

Shows the extent that cooperative industrial development (ID) bond financing is in use, how cooperatives have fared using

bonds, and why ID bond financing might be beneficial to other cooperatives.

(Series redesignated ACS Research Reports. Last number is 18.)

(Previous similar series was FCS Research Reports.)

FCS Research Reports

FCS RR 34

Improving the Export Capability of Grain Cooperatives

Stanley K. Thurston, Michael J. Phillips, James E. Haskell, and David Volkin. 1976. 40 pp.

Describes various means grain cooperatives can use to increase their share of an expanding direct export market by establishing a marketing system built around a national export cooperative.

FCS RR 36

Marketing Slaughter Cows and Calves in the Northeast

John T. Haas, Paul C. Wilkins, and James B. Roof. 1977. 52 pp.

Gives several alternative systems for improving the marketing of slaughter cows and calves of members of Northeast livestock cooperatives.

FCS RR 37

Local Cooperatives in Integrated Pest Management

Donald L. Vogelsang. 1977. 44 pp.

Describes operations of two pest control outfits, one a cooperative and the other cooperatively managed. Farmers and managers forming cooperatives for integrated pest management or incorporating pest management programs into existing cooperatives will find this publication particularly useful.

(Series redesignated Farmer Cooperative Research Reports.)

SERVICE REPORTS

SR 1

Bank Trust and Professional Farm Managers' Attitudes Toward Cooperatives

Michael S. Hanrahan. 1980. 11 pp.

Farm operations of professional farm management entities base purchasing and selling decisions on same marketplace considerations as other farmers.

SR 2

Financial Profile of 15 New Agricultural Marketing Cooperatives

Ralph W. Dutrow, Phillip F. Brown and Raymond Williams. 1981. 24 pp.

Describes the financial ratios and borrowing experiences of independent, newly formed cooperatives marketing grain, livestock, or fruits and vegetables.

SR 4

Vegetable Cooperative Bookkeepers—Accounting Exercise

Francis P. Yager. Revised 1984. 24 pp.

Accounting exercise designed to help establish and keep a single set of financial records. Problem deals with a vegetable growers' cooperative.

SR 5

Vacation Farm Cooperatives

Abraham Pizam, Laura Richardson, and William R. Seymour. 1981. 24 pp.

Results of study to determine the factors that should be considered before starting a vacation farm business or cooperative.

SR 7

Member Control of Farmer Cooperatives

Robert D. Boynton and Howard T. Elitzak. 1982. 11 pp.

Evaluates democratic control levels in cooperatives of differing sizes and commodity types.

SR 8

Marketing and Bargaining Issues

1983. 70 pp.

Contains proceedings of the 26th National Conference on Bargaining and Marketing Cooperatives, January 28-29, 1982, Washington, D.C.

SR 9

MFC Services (AAL): Its Growth and Impact

G. Wayne Malone, Robert E. Coats, Jr., and Charles E. Fitts.
1983. 28 pp.

Analyzes MFC Services' contribution to agriculture and economic impact on communities where member cooperatives or regional facilities are in Mississippi, Alabama, and Louisiana.

SR 10

**American Cooperative Pulse Exporters:
Dry Beans, Peas, and Lentils**

Tracey L. Kennedy and Arvin R. Bunker. 1984. 12 pp.

Lists key commodity, facility, and contact information that foreign buyers need to deal with U.S. cooperatives directly exporting dry beans, peas, and lentils.

SR 11

**American Cooperative Exporters:
Fruits, Vegetables, and Nuts**

Tracey L. Kennedy and Arvin R. Bunker. 1984. 28 pp.

Lists key commodity, facility, and contact information that foreign buyers need to deal with U.S. cooperatives directly exporting fruits, vegetables, and nuts.

SR 12

American Cooperative Exporters: Animal Products

Tracey L. Kennedy and Arvin R. Bunker. 1984. 16 pp.

Lists key commodity, facility, and contact information that foreign buyers need to deal with U.S. cooperatives directly exporting animal products.

SR 13

Craft Cooperative Bookkeepers—Accounting Exercise

Francis P. Yager. 1984. 24 pp.

Accounting exercise designed to help establish and keep a single set of financial records. Problems deal with a craft cooperative.

SR 14

Cooperative Brands of Processed Foods

Julie A. Hogeland. 1985. 45 pp.

Processed food products carrying brand names owned by agricultural cooperatives are listed. Some 107 cooperatives and more than 350 brands are covered, with codes indicating form of product and principal markets.

MISCELLANEOUS REPORTS

Top 100 Cooperatives, 1983, Financial Profile

Donald R. Davidson and Donald W. Street. 1985. 24 pp.

This Farmer Cooperatives magazine reprint analyzes changes in sales, assets, financial structure, and sources of debt capital, operating results, and sources and uses of funds.

Cooperative Approach to Crafts for Senior Citizens

Gerald E. Ely. Revised 1981. 14 pp.

PA 1156 discusses in a general way some possibilities that exist for a craft organization, factors that must be considered before a craft program can be formulated, and steps to be taken in setting up a craft cooperative for senior citizens.

Thinking About Cooperative Investments?

Robert D. Dahle and Jerald L. Nelson. 1973. 14 pp.

Designed to aid members and directors in their thinking and decisionmaking regarding investments.

Some Answers to Questions About Commodity Market Pools

John R. Dunn, Stanley K. Thurston, and William S. Farris. 1980. 16 pp.

Market pools provide options producers may want to consider. A question and answer format is used to cover the various aspects of market pools, including an explanation of pooling and how it works, the marketing agreement, and some examples of market pools in operation.

It's Time to Consider Integrated Pest Management

Donald L. Vogelsang. 1976. 6 pp.

This reprint from Farmer Cooperatives magazine explains integrated pest management and gives illustrations of its usefulness and why cooperatives should support such a program.

A Creed for Cooperative Members

Joseph G. Knapp.

This 8-1/2 x 11 poster-weight sheet contains 12 guides to be a responsible member of a cooperative. Suitable for framing.

Publications by Subject Matter

Publications are relisted under various subjects. Those relating to more than one subject may be listed several times. Refer to series designation previously listed for publication description. Cooperative Information Reports—CIR. FCS Information Reports—FCS IR. Marketing Research Reports—MRR. Program Aid—PA. ACS Research Report—ACS RR. Farmer Cooperative Research Report—FCRR. FCS Research Report—FCS RR. Service Report—SR.



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Cotton Cooperatives

Bruce J. Reynolds. CIR 1, Sec. 17. 1985. 28 pp.

Dairy Cooperatives

James B. Roof and George C. Tucker. CIR 1, Sec. 16. 1985. 24 pp.

Farmer Cooperative Statistics, 1983

Ralph M. Richardson, Celestine C. Adams, Katherine C. DeVille, Frances E. Mahan, Elizabeth J. Simmons, and John W. Stutzman. CIR 1, Section 27. 1985. 54 pp.

Cooperative Feed and Animal Health Operations

J. Warren Mather and Donald L. Vogelsang. CIR 1, Sec. 21. 1985. 48 pp.

Cooperative Historical Statistics

J. Warren Mather and Katherine C. DeVille. CIR 1, Sec. 26, 1984. 60 pp.

Cooperative Petroleum Operations

J. Warren Mather and E. Eldon Eversull. CIR 1, Sec. 23, 1985. 48 pp.

Growth and Trends in Cooperative Operations, 1951-81

Lloyd C. Biser and Lyden O'Day. ACS RR 37. 1984. 60 pp.

Poultry and Egg Cooperatives

J. Warren Mather and Edwin E. Drewniak. CIR 1, Sec. 17. 1984. 56 pp.

Cooperative Facts

Gene Ingalsbe. CIR 2. Revised 1984. 23 pp.

Farmer Cooperative Publications

Gene Ingalsbe. CIR 4. Revised 1985. 58 pp.

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Martin A. Abrahamsen, J. Warren Mather, James R. Baarda, and James Kelly. CIR 1, Sec. 1. Reprinted 1983. 26 pp.

Organizations Serving Cooperatives

C.H. Kirkman, Jr. and Martin A. Abrahamsen. CIR 1, Sec. 5.
Revised 1983. 25 pp.

Understanding Your Cooperatives

C. H. Kirkman, Jr. CIR 6. Revised 1983. 146 pp.

**Agricultural Cooperative Service—What We Do,
How We Work**

CIR 28. Revised 1983. 6 pp.

State Incorporation Statutes for Farmer Cooperatives

James R. Baarda. CIR 30. 1982. 715 pp.

Strengthening State Cooperative Councils

C.H. Kirkman, Jr. and John R. Dunn. ACS RR 20. 1982. 73 pp.

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Martin A. Abrahamsen. CIR 1, Sec. 2. Revised 1981. 42 pp.

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Sec. 14. 1979. 34 pp.

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The Sunkist Adventure

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Capper-Volstead Impact on Cooperative Structure

Joseph G. Knapp. FCS IR 97. 1975. 41 pp.

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Merging Cooperatives:

Planning, Negotiating, and Implementing

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Structure, Operations, and Growth of Cooperatives in the Mid-South

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Director Liability in Agricultural Cooperatives

Douglas Fee, Allen C. Hoberg, and Linda Grim McCormick. CIR 34. 1984. 39 pp.

The Cooperative Approach to Crafts

Jan E. Halkett, William R. Seymour, and Gerald E. Ely. CIR 33. Revised 1984. 40 pp.

The Cooperative Approach to Outdoor Recreation

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Carl W. Deitemeyer. CIR 1, Sec. 4. Revised 1983. 34 pp.

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Donald M. Simon, William R. Garland, and Jan E. Halkett. ACS RR 7. 1981. 19 pp.

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Agricultural Cooperative Service (ACS) provides research, management, and educational assistance to cooperatives to strengthen the economic position of farmers and other rural residents. It works directly with cooperative leaders and Federal and State agencies to improve organization, leadership, and operation of cooperatives and to give guidance to further development.

The agency (1) helps farmers and other rural residents develop cooperatives to obtain supplies and services at lower cost and to get better prices for products they sell; (2) advises rural residents on developing existing resources through cooperative action to enhance rural living; (3) helps cooperatives improve services and operating efficiency; (4) informs members, directors, employees, and the public on how cooperatives work and benefit their members and their communities; and (5) encourages international cooperative programs.

ACS publishes research and educational materials and issues *Farmer Cooperatives* magazine. All programs and activities are conducted on a nondiscriminatory basis, without regard to race, creed, color, sex, or national origin.